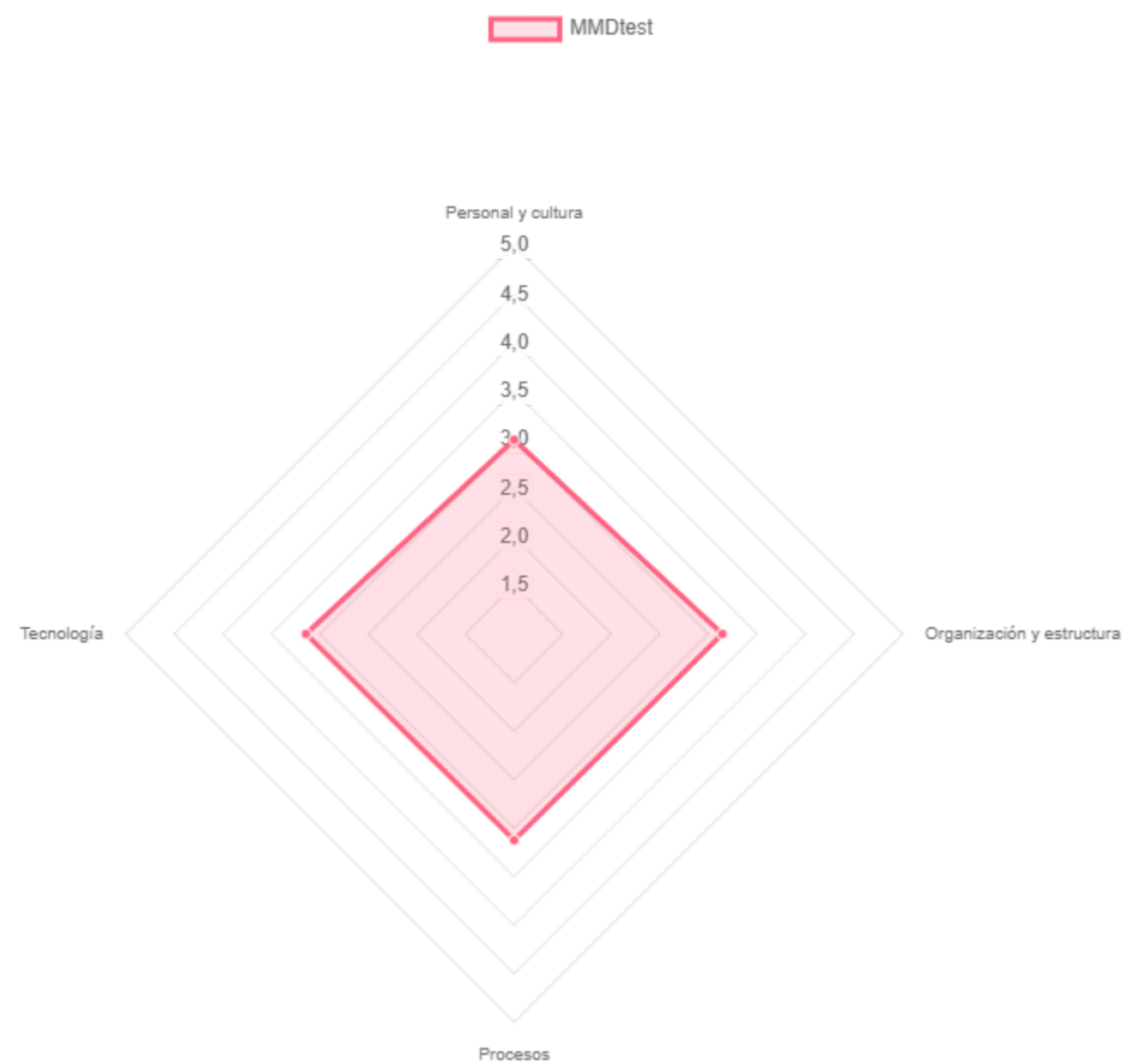


Result MMDtest



People and culture is at level 3

- Company is integrating services and partner capabilities to enhance existing products.
- Data (including service, customer and usage) is shared across the company (and partners) to be used in the development of the new layer.
- Digital tools are used to promote employee innovation, collaboration and mobility.
- We have the right leaders in place to execute our digital strategy on a day-to-day basis.
- Digital initiatives incorporate people from different internal and external areas and functions.
- Customers are integrated into business processes digitally in isolated cases (e.g., sales, development).
- Digital experience as a central component of employee development.
- Digital innovation even when it is financially risky.
- Failed digital projects are communicated proactively.
- Willingness to take risks with existing businesses.

Organization and structure is at level 3

- Our organizational model encourages cross-functional collaboration.
- We have defined and repeatable processes for digital program management.
- There is continuous communication from management about the digital strategy and progress in its implementation.
- Digital strategy drives change in organizational structure and key metrics
- Cross-functional teams have been organized under the guidance of leaders who set high-level guidelines that can be applied.
- Performance and compensation systems incorporate digital elements across the enterprise.

Processes are at level 3

- Internal processes are digital, and most of them are interconnected.
- Investments in capability integration are being made to facilitate processes quickly and efficiently